

Project Title: Redesigning Cancer Care Delivery: Development of a New Cancer Hospital

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Background: As novel cancer treatments are being developed for use in clinical trials and approved as standard of care, there are also associated toxicities that often require hospitalization. As we expand cancer research and clinical care in ambulatory, there is a need to do the same for inpatient and through a philanthropic donation we are building a new cancer hospital. Redesigning inpatient cancer care delivery will require a multi-faceted approach that addresses various aspects of the current system.

Objectives: The goal is to design a cancer hospital that integrates clinical research more deeply and broadly into inpatient clinical care and to develop novel models of cancer care delivery to manage the increasing patient acuity and complexity based on identified patient needs.

Approach: We conducted a needs assessment to identify opportunities to expand clinical cancer care delivery and clinical research infrastructure to support integration into the new hospital. This included semi-structured interviews and surveys of faculty and staff. We then formed a governance structure and used these results for a visioning session to create: 1) vision and mission statement; 2) set of guiding principles; 3) strategic initiatives and opportunities design; 4) schematic design and design development.

Results: We identified key areas from the interviews and surveys to focus on including: patient-centered care, use of multidisciplinary teams, utilization of technology solutions, improving/enhancing clinical trial conduct, enhancing patient education, and ensuring a focus on quality improvement initiatives. From this we created a mission and vision statement that aligns with the cancer center and health system core values. We developed a set of guiding principles to be used throughout the design process and business planning. Strategic planning has begun and has identified enhancing the research infrastructure on inpatient and development of cancer care delivery models to focus on including hospital at home and utilization of remote patient monitoring. Finally, the schematic and design development process is ongoing which will utilize our findings in the creation and development of the design.

Discussion: This project has immediate, short- and long-term outcomes. Immediate outcomes include the development of a set of guiding principles that informed the mission and vision statement to serve as the platform for all subsequent design and development of the hospital. Our short-term outcomes will be incorporation of the patient voice in the design and development and implementation of a strategic plan which will include future business planning for the hospital. Long-term outcomes will be the opening of half of the cancer hospital in 2025 and the full hospital by 2027.

Statement of Impact: Overall, redesigning inpatient cancer care delivery requires a holistic approach that considers the needs of patients, clinicians, staff and the broader healthcare system. Aligning the needs of these stakeholders and incorporating patient-centered care, multidisciplinary teams, technology solutions, patient education, clinical research and quality improvement initiatives enables us to better integrate novel models of cancer care delivery and clinical research into oncologic care for patients hospitalized with cancer. This will provide the foundation for a new cancer hospital.